



2012 SUSTAINABILITY REPORT for

BALL STATE UNIVERSITY

Global Reporting Initiative

Cover photo by Lauren Jennings.

This report was prepared by Building Better Communities Student Fellows as an Immersive Learning Project.



Christy Woods. Photo by Paige Vandoski.

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A Message From the President

At Ball State University, we are committed to having a positive economic, social, and environmental impact within our community. By creating this report, our hope is not only to communicate with our stakeholders about our values, missions, and efforts concerning sustainability, but also to serve as an example for other educational institutions. We are leading others with our sustainability efforts in our curriculum, research, governance, and operations.

As a leader in initiatives for cleaner energy, we are completing the installation of the nation's largest geothermal energy system. When completed, this system will provide energy to 47 buildings campus-wide and will cut our carbon footprint nearly in half.

Our Building Better Communities (BBC) Fellows, under the guidance of Dr. Gwen White, gathered the information necessary to fulfill the requirements of the Global Reporting Initiative (GRI) to create Ball State's third annual GRI Sustainability Report. The current report makes reference to indicators from the Association for the Advancement of Sustainability in Higher Education's (AASHE) Sustainability Tracking, Assessment and Rating System (STARS) Report. The two reporting frameworks enable us to extend the ongoing evaluation of our sustainability efforts and locate potential areas for improvement.

Ball State University continues to affirm its commitment to both protecting and enhancing the environment. According to our Strategic Plan 2012-2017, some of our goals are to increase the number of sustainability projects across campus, offer specific curricula in sustainability, expand



Photo courtesy of bsu.edu

GRI:
1.1

research and educational opportunities associated with sustainability, increase the number of on-campus performance assessments, and increase faculty and student participation in the Indiana Green Campus Network.

As one of the 12 founding members of the American College and University Presidents' Climate Commitment (ACUPCC), I am committed to eliminating our institution's net greenhouse gas emissions by 2050. As we pursue this goal, we not only will improve our campus and the community of Muncie, but also will have a lasting impact on the environment.

Jo Ann Gora, Ph.D.
President
Ball State University

Introduction

Key Impacts, Risks & Opportunities

As Indiana's third largest university, Ball State University (BSU) has substantial economic, environmental, and social impacts on the city of Muncie, the State of Indiana, and the United States. It benefits the region directly by providing jobs for faculty and staff and indirectly as students spend money off campus renting apartments and supporting local businesses. When graduates of BSU enter the workforce, they are prepared to contribute to the state and the country's economy.

In its vision statement, the university states its goal "...to be a national model of excellence for challenging, learner-centered academic communities that advance knowledge and improve economic vitality and quality of life." The university's programs of study are designed to be diverse and challenging to prepare students to work, live, and learn in an increasingly complex and interconnected world. This includes coping with growing demands on the world's resources. By offering a minor in sustainability and including sustainability-related content throughout the curriculum, BSU is using this opportunity to educate students about their current and future role in creating a more sustainable world. Consequently, the university's educational impacts will be felt for generations to come.

While serving over 22,000 students, BSU has a substantial environmental footprint. The university's environmental impacts affect the entire state including air, water, and land. As a result, BSU is contributing to climate change. The university generates greenhouse gases in heating and cooling its buildings, operating vehicles, and

consuming electricity. It generates wastewater in the operation of its residence halls, dining facilities, and offices. The generation of solid waste from discarded paper and food is an economic and environmental concern.

To show commitment to reducing the university's environmental impact and encouraging other universities to do the same, President Jo Ann Gora helped found the Leadership Circle of the American College and University Presidents' Climate Commitment (ACUPCC). By signing the commitment, President Gora pledged to eliminate the campus's net greenhouse gas emissions in a reasonable period of time as determined by the university. This involves making an action plan, completing a greenhouse gas emissions inventory and making periodic progress reports publicly available.

To track its relative progress toward sustainability, BSU filed its second Sustainability Tracking, Assessment & Rating System (STARS®) report in 2012 and earned a Gold rating. The categories included in this report are education and research; operations; and administration, engagement, and planning. With the reported scores in these three areas, BSU will be able to identify where improvements can be made.

The university's social impacts are both opportunities and risks. Risks are negative impacts that occur when university activities disrupt the local community. These can result

GRI:

1.2

STARS:

PAE Credit 5

in strained relations between the university and the community. The university actively seeks to address these problems in many ways. Students volunteer their time and skills at over 100 nonprofit and charitable organizations. Through faculty and student involvement in many community projects, the university can donate expertise to the community to improve the quality of life of its citizens. Students give back to the community and gain valuable life lessons from the experience.

Organization Profile

Ball State University (BSU) is a state assisted, residential university, offering 175 undergraduate and 120 post-graduate degrees in a variety of disciplines.¹ Programs are offered through the main campus, located at 2000 W. University Avenue, Muncie, Indiana 47306, as well as through online courses. There were no significant changes with regard to size, structure, or ownership that occurred within the organization during this reporting period (July 1, 2011-June 30, 2012).

The university is divided into seven separate academic colleges, which include the following: the College of Applied Sciences and Technology; the College of Architecture and Planning; the Miller College of Business; the College of Communications, Information, and Media; the College of Fine Arts; the College of Sciences and Humanities; and the Teachers College. Each college is further divided into departments.

Ball State provides educational services to over 22,000 students with approximately 82% attending on-campus. The students come from 48 states, two U.S. territories, 56 countries, and every

county in the state of Indiana. The university hosts about 620 international students, with ethnic minorities comprising about 11% of the student population.²

In addition to education, Ball State offers housing and dining services. Over 7,500 students live in 11 residence hall complexes and two apartment complexes.³ Along with housing, the university offers 11 on-campus dining facilities open to students, faculty, staff, and visitors.

As Delaware County's largest employer, the university employs more than 2,800 full-time faculty, staff, and service employees.⁴ Total annual operating expenses during last year's reporting period were \$411 million, with \$278 million going to employee compensation. Thirty-one percent of the operating budget was funded by the state of Indiana. Net assets have reached \$661 million.⁵

Over the past year, numerous external organizations have recognized BSU for its sustainability-related activities. *The Princeton Review's Guide to 322 Green Colleges: 2012 Edition* featured BSU as one of the most environmentally-responsible colleges within the United States and Canada. Ball State earned a Gold STARS rating from the Association for the Advancement of Sustainability in Higher Education (AASHE). The university also received the first Excellence in Integration Award from the International Sustainable Campus Network. In recognition of Ball State's sustainability efforts, the Great Lakes Association of Colleges and University Housing Officers (GLACUHO) awarded the university with the Outstanding Commitment to Sustainability Award.⁶

Report Parameters

This report is Ball State's third annual sustainability report (2011-2012) based on the GRI sustainability reporting guidelines (G 3.1). Every effort has been made to report the most

GRI:
2.2-2.10

STARS:
ER Credit 1-19
PAE 3

recent and accurate data since the last report at fiscal year-end 2011. For further information regarding this report, or the information contained within, please contact Dr. Gwendolen White at gwhite@bsu.edu.

The requirements listed in the GRI guidelines for an “A” level ranking have been satisfied within this report.

This report focuses on an institution of higher education, and as a result, not every GRI indicator may be relevant or applicable. Explanations are provided when indicators are omitted. During the research phase of this report, university personnel were contacted for input. Publicly available data on the BSU website and elsewhere on the internet were information sources. The breadth of this report, and the data contained within, are limited by the availability of information from these sources. In some instances, GRI indicators may not have been tracked by the university. It is the authors’ hope that the publication of this third annual GRI Sustainability Report for BSU will further highlight the need of the university to more thoroughly track information to assess BSU’s economic, environmental, and social impacts. This report is expected to be of use to administrators, faculty, staff, and students, as well as external agencies that have relationships with BSU. The data contained within this report reflects information available for the Muncie campus and its properties.

Additional information regarding the boundaries of this report is available in each of the following sections covering performance indicators. Information concerning data measurement techniques and bases of calculations can be found within their respective sections. No

GRI:
3.1-3.11
3.12 (see
appendix 1)
3.13

significant structural changes that would warrant the re-statement of information from earlier reporting periods occurred. Plans are underway to acquire third-party assurance from another educational institution. Assurance provides a level of confidence that the report is prepared in accordance with the GRI framework. It is important to note that Ball State has no existing institutional policy for seeking such assurance, and the development of a policy is identified as a need for future reporting.

Due to the well-defined reporting boundaries that have been adopted and adhered to within this report, the comparability of reporting from period to period has not been significantly affected. These boundaries remain largely unchanged from the previous year’s report.

Governance, Commitments, and Engagement

A board of nine trustees, appointed by the governor of Indiana, governs Ball State University. The board possesses all the powers needed to effectively operate the institution. Their main responsibilities are to manage, control, and operate the university, adopt conditions for admission, grant degrees, and issue diplomas or certificates, set fees, charges, and penalties, and finally, to receive and administer all donations, requests, grants, funds, and property that are given or provided to the university. The members include two alumni, one student and six other appointees, all of who serve a four-year term.⁷

GRI:
4.1-4.17
STARS:
PAE Credit
12-13
19-20

The President's Cabinet is made up of nine people and serves as the senior management team. The nine positions are as follows: Provost and Vice President for Academic Affairs, Vice President for Student Affairs and Dean of Students, Vice President for University Advancement, Vice President for Business Affairs and Treasurer, Vice President for Information Technology, Vice President for Enrollment, Marketing, and Communications, and the Director of Intercollegiate Athletics, Associate Vice President of Governmental Relations, and General Counsel.⁸

There are three organizations that govern specific constituencies in the university. The first is the University Senate, whose main goal is to deal with almost all aspects of decision-making at BSU. There are four senate officers and 74 members on the senate roster. They come from various backgrounds; they are a mix of students, faculty, and staff. Under the University Senate there are also two Senate Standing Committees: the Senate Agenda Committee (12 members), and the Senate Governance and Elections Committee (14 members). The University Senate also has a Campus Council with 22 members, a Faculty Council with 57 members, and a University Council with 41 members.⁹

The second governing organization is the Staff Council, whose job is to render advice and make recommendations to university officers regarding university policies. There are three officers, and seven committees. Each committee has a chair and contains two to nine people. There also are 29 representatives.¹⁰

The third organization is the Student Government Association, which is the voice of the students. Through this organization, students are appointed to various University Senate committees.¹¹

To guard against conflicts of interest for positions in BSU's highest governance body, a statement

of disclosure form is required of all employees.¹² This is available in the employee handbook, which is found on the university's website.¹³ In addition, a list of qualifications for these positions, along with codes of conduct for faculty and staff and students are found on the BSU website. The student code of conduct applies to all students studying locally or abroad.¹⁴

Vision

"Ball State University will be a national model of excellence for challenging, learner-centered academic communities that advance knowledge and improve economic vitality and quality of life." The university strives to inspire students by offering action-oriented learning (out of class, study abroad, and immersive learning) opportunities. Students will have extraordinary access and collaboration with professors, who create scholarship to advance knowledge, improve teaching, and transform learning. Ball State University seeks to enhance educational, economic, and cultural development on not only state and national levels but internationally as well.¹⁵

In 2007, BSU implemented Education Redefined: Strategic Plan 2007-2012. The university has made significant progress in the execution of this plan. Now in the fifth and final year, BSU has concluded that many of the expectations surpassed the original goals. One of the greatest achievements was the implementation of the innovative geothermal project, the nation's largest project of its kind. Both the economy and the environment will benefit greatly from geothermal energy in years to come.¹⁶


Ball State University's internal audit department serves as the liaison between the university and the external auditor who prepares the annual financial and federal audits. The department's duties include certifying the annual audit reports

of WBST, the local National Public Radio Station, and WIPB, the local Public Broadcasting Station. It also performs the primary audit work for the NCAA annual agreed-upon procedure audit. The internal audit department conducts reviews of university records and operations; results of these reviews are reported to management of the departments affected and Business Affairs. This helps administrators evaluate and improve the effectiveness of risk management, control, and governance processes. The director of internal audit and the internal audit staff have full and unrestricted access to the university's records along with unrestricted access to the Treasurer. They are not allowed to perform any operational duties for the university or its affiliates; this also precludes the development or installment of systems and procedures or preparation of records that would normally be audited. The internal audit department is committed to providing an independent, objective, and telling service. It helps the university accomplish its objectives, and shows areas for improvement in risk management and the governance processes.¹⁷



EN

ENVIRONMENT



The environmental dimension of sustainability concerns an organization's impacts on living and non-living natural systems, including ecosystems, land, air, and water. Environmental indicators cover performance related to inputs (e.g., material, energy, water) and outputs (e.g., emissions, effluents, waste). In addition, they cover performance related to biodiversity, environmental compliance, and other relevant information such as environmental expenditure and the impacts of products and services.¹⁰¹

Environment

Materials

Office Supplies

Ball State spent \$172,424 on office paper during the 2012 fiscal year (FY), more than 6% of which was used to purchase recycled-content paper (30-49% recycled). The university tracks purchases only in terms of dollar amounts.

GRI:
EN 1-2
STARS:
OP Credit
6, 10-11, 12, 17

The Council on the Environment (COTE) of Ball State adopted on November 4, 2002, a “30% Recycled Paper Resolution,” which recommended that the university central stores phase out and eliminate the purchase of printer and copier paper with 0% post-consumer recycled content (PCC) and switch to 30% PCC paper. COTE estimated that switching to a 30% PCC paper would save over 3,000 trees, 800 million British Thermal Units (BTUs) of energy, and 100,000 pounds of CO2 equivalent green house gases emissions in the atmosphere.¹⁸

Electronics

Ball State currently has a purchasing agreement with the Lenovo Company for desktop and laptop computers that are energy-efficient including the Lenovo ThinkPad Notebooks, ThinkCentre Desktops, and ThinkVision Monitors. This equipment is EPEAT Gold, EPA Energy Star rated, and GreenGuard Certified. The Lenovo ThinkPad Notebooks have mercury-free, arsenic-free LED backlit displays. Lenovo ThinkCentre

Desktops have earned the EPA Energy Star 5.0 ratings. This model is made from 30% post-consumer recycled plastic resin, and the keyboard is made up of 35% recycled material. Lenovo ThinkVision Monitors, made from 255 post-consumer recycled plastics, have earned the EPA Energy Star 5.0 ratings. All Mac computers purchased are EPEAT Gold.¹⁹

EPEAT is the Electronic Product Environmental Assessment Tool, a global registry for purchasers, manufacturers and resellers to evaluate the environmental impact of electronics purchases.²⁰ GreenGuard is an organization devoted to increasing quality of life through reducing exposure to chemicals, pollutants and improving indoor air quality. The GreenGuard certification indicates low chemical emission by the computers.²¹ During this year, Ball State spent \$4,300,000 on desktop and laptop computers and monitors, \$4,100,000 (95%) of which was spent on EPEAT GOLD desktop and laptop computers and monitors. The university tracks purchases only in terms of dollar amounts.

Food

For the 2012 FY, Ball State Dining and Catering spent \$12,638,294 on food purchases. Ball State University tracks purchases only in terms of dollar amounts.

According to Suzanne Clem, Ball State Marketing Coordinator, Ball State Dining purchases are from local and distant sources. The university is increasing its local purchasing with a goal of 20% of produce purchases eventually coming from local sources. Ball State uses Stanz Foodservice based in South Bend, Indiana, to source local produce. By purchasing locally, the university

hopes to reduce the carbon footprint associated with transportation of food, at the same time strengthening the economy of communities in this region. BSU Dining is committed to helping the university achieve its strategic goals in the area of sustainability.²²

Energy

Ball State has diversified its sources of energy with the use of coal, natural gas, and a new geothermal system.

To heat and cool its campus, the university burned 21,456 tons of coal in its boilers, and purchased just over 119 gigawatt hours of electricity from Indiana

Michigan Power. To supplement the coal-fired boilers, 240,113,000 cubic feet of natural gas was burned during the reporting period.²³ The university also consumed 1,226,361 gigajoules (GJ) of energy, of which 7,718 GJ were credited from renewable energy.²⁴

GRI:

EN 3-7

STARS:

OP Credit

1-2, 7-8

OP Tier Two

13-15, 17-18

To reduce energy consumption according to the university's strategic plan, all future construction will be built to achieve LEED Silver status or better, and renovations will explore the possibility of LEED certification or better.²⁵ To date, five construction projects have been built to LEED standards. These are The David Letterman Communication and Media Building, Park Hall, DeHority Hall, Kinghorn Hall, and the Student Recreation and Wellness Facility.²⁶ Now that renovations are completed, the Studebaker East residence hall will also be submitted for LEED Silver certification. Renovations for three academic buildings are also currently being planned or are in progress. When finished, the energy efficiency of these buildings will increase dramatically.

Smaller scale energy efficiency initiatives focus on specific areas where energy can be saved. When offices and classrooms are renovated, more efficient lighting, such as compact fluorescent lamps or LED lighting, are used, and occupancy sensors are installed. Doors and windows are replaced with those that have better seals to increase efficiency. Additionally, a central energy management system controls and measures energy consumption and helps identify areas for potential energy reductions.²³

A major energy reduction will occur with the completion of the university's geothermal project. The estimated \$70-\$75 million project is the largest geothermal system of its kind in the U.S. and will save the university \$2 million per year.²⁷ Most of the savings will come from reduced coal purchases. Phase one of the geothermal project is complete and online, removing the need for two of the university's four coal-fired boilers.²⁸



Figure 1: LEED Silver plaque. Photo by Lauren Jennings.

The Geothermal Story

For the past 114 years, Ball State has been using coal as a source of energy. Until recently it burned 36,000 tons of coal annually and produced 85,000 tons of carbon dioxide emissions.^{29,30} As a leader in sustainability, Ball State University is in the process of mitigating these negative effects on the environment by installing a geothermal energy system on its campus, which will heat and cool all the campus buildings. This project is the largest of its kind in the nation and will demonstrate the successful implementation of a geothermal energy system on a large scale.

The idea to utilize geothermal energy began in 2004 when Ball State considered replacing its four aging coal-burning boilers. The university settled on a geothermal energy system as an efficient, sustainable, and cost-effective solution for the campus. The system would be installed in two phases, the first phase on the northern end of the campus and the second phase on the southern end (see map in appendix 3). Both phases include drilling 1,800 “boreholes” (holes that house pipes necessary for the system) and the installation of an energy station that contains the system pumps.



Figure 2: Geothermal borehole drilling. Photo by Lauren Jennings.



Figure 3: North energy plant. Photo by Lauren Jennings.

Ball State broke ground on the project in 2009 and completed phase one in June 2011, providing the northern half of campus buildings with geothermal heating and cooling.³⁰

Currently phase two of the project is underway on the southern end of campus. Seven hundred eighty of the 1,800 planned holes were finished at the end of September 2012, but the university is waiting to procure more funding for the project before it can finish drilling and connect the system to the remaining university buildings.³¹ As older buildings are renovated or new ones constructed, they will be connected to the geothermal system. Once completed, the system will heat and cool 47 campus buildings.

Harnessing geothermal energy begins by drilling large boreholes 400-500 feet into the ground. Pipes are lowered into the boreholes and connected at the bottom of each hole with a U-shaped connector to create a closed-loop system. When water is circulated through the system it collects heat from the ground in winter and transfers heat to the ground during the summer. The water is then distributed through separate hot or cold water loops around campus for heating or cooling. Besides heating and

cooling the campus, the system also provides hot water (150 °F) and cold water (42 °F) for direct use.³⁰

As a sustainable energy source, the geothermal project benefits Ball State in many ways. From the perspective of sustainability, the most significant advantage is a reduction of the campus’s carbon footprint (a measure of greenhouse gas emissions) by nearly half. Primarily this reduction comes because the university will cease to burn carbon-emitting coal. The system will also heat and cool almost all of its campus buildings with annual savings of \$2 million in energy costs. Geothermal energy does not require any fossil fuels, such as coal, and consequently is much cheaper to maintain. Ball State’s geothermal system will serve as an example of the viability and success of installing such a system on a large scale.³⁰

Water

The Muncie municipal water utility, Indiana American Water Company (AM Water), provides the university with water. Muncie’s water supply is sourced from the White River and the Prairie Creek Reservoir.³² During the 2012 FY, the university withdrew 278,154,140 gallons of water through AM Water. Some of Ball State’s water is also drawn from three wells, however, the university does not meter well water withdrawal. Of the total water withdrawn (278,154,140 gallons) by the university, 36,000,000 gallons were lost by evaporation to the atmosphere through the cooling towers, resulting in 242,154,140 gallons discharged as waste to the Muncie Sanitary District.²³

The White River’s two branches flow through much of Central and Southern Indiana, creating the largest watershed in the state. Its aquatic habitat is being degraded by dredge and fill activities, and agricultural pollution remains a significant problem for the river. Friends of the White River is a not-for-profit group created to preserve the river. In an effort to mitigate the effects of dredging, filling, and pollution, this group engages in annual projects such as river cleanups and bank stabilization, the restocking of fish populations, the clearing of invasive plants, and the planting of native species.³³

Storm water runoff can be a significant concern for the quality of the local water supply and soil erosion. Ball State has several initiatives in place to reduce the harmful effects of runoff. Three holding ponds on campus collect storm water from approximately a quarter of the campus and allow for the slow flow of water back into the White River and the Prairie Creek Reservoir. Ball State also has roughly 7,200 square feet of porous

GRI:
EN 3-10, 21, 25

STARS:
OP Credit
1-2, 7-8
OP Credit
22-23
OP Tier Two
44-45, 47, 48



Figure 4: Vegetated roof. Photo by Lauren Jennings.

Vegetated Roof

Ball State's first vegetated roof was completed in July of 2011. Located on the North District Energy Station, the roof is nearly 7,000 square feet and was installed to help with energy efficiency and water drainage.³⁴ Container-style vegetation was chosen for easy roof maintenance, and the cost of installing the roof was roughly \$84,710.²³ No information relating to rain water collection from the roof is collected at this time, mainly because any storm water which does run off was designed to drain into a bio swale and permeate the soil.³⁵

pavement, with plans for additional porous pavers to be used in future renovation projects. Starting in March and continuing through November, the university uses a street sweeper daily to remove debris from streets, drives and parking lots.³⁴ Additional runoff reduction initiatives deal with campus landscaping. The university utilizes water bags around trees to direct its watering and reduce run off. Lawn areas are watered with irrigation systems that have timers and water sensors so that the systems do not run excessively. Flower beds are planted around campus to provide aesthetically pleasing sites but also to absorb rainwater. The university also installed its first vegetated roof in 2011 (see sidebar). At this time, Ball

State does not collect rainwater for reuse; however, two rainwater collection projects are in the planning phase.³⁵

The university also has initiatives to reduce its overall water usage. During the 2012 FY, the university installed nearly two dozen waterless urinals, as well as water-saving flush valves, shower heads, and sink faucets in high traffic buildings. These types of plumbing fixtures will become the standard in



Figure 5: Landscaping near Bracken Library. Photo by Lauren Jennings.

all future renovations and constructions. With the completion of the geothermal project, existing cooling towers will be shuttered resulting in decreased water use.²³

Biodiversity

Ball State's Field Station and Environmental Education Center (FSEEC), totaling 425 acres of land, consists of six separate properties dedicated to outdoor education, research, and recreation.

GRI:
EN 11-15



Figure 6: Christy Woods. Photo by Paige Vandoski.

Although the properties are not protected on a state level in terms of Nature Preserve status, they are protected by Ball State.³⁷ They are home to a diverse range of life from indigenous to demonstrative habitats. The FSEEC has two missions: to promote and support multidisciplinary environmental education in natural settings for students of all ages, and to promote and support scientific inquiry into the functions and interactions between natural and human-dominated ecosystems of East Central Indiana and the Midwest in general.³⁶ Among the FSEEC lands, one of the concerns when managing impacts on biodiversity is controlling invasive species. The techniques to remove these invasive plants include regular prescribed burns,

herbicides, timed mowing, and manual removal. John Taylor, Land Manager of the FSEEC, keeps track of various weeds on the lands and examines their spread over time. Currently, there are no IUCN red list species among these lands.³⁷

Ginn Woods

Ginn woods is Indiana's second largest remaining old-growth forest, which has 161 acres of varied species. Over the years, there has been limited disturbance on this property, making it an extraordinary natural area and a particular area of interest for study. According to the Ball State website, "This is a last remnant of a natural community that once covered most of this region."³⁸ An inventory of species present in

Ginn Woods was conducted in 1998, listing 384 species.³⁹ None of the species are threatened or endangered.⁴⁰

Christy Woods

Located on the southwest corner of BSU's campus, Christy Woods contains a mature deciduous forest and a tallgrass prairie. The 17-acre woods contains walking trails and is a useful area for Biology classes and other areas of study. The university's greenhouses, which are the Teaching and Research Greenhouse and the Wheeler Orchid Collection and Species Bank, are located in the woods.⁴¹

Donald E. Miller Wildlife Area

The Donald E. Miller Wildlife Area is a 16-acre ecotone, which serves as a border between two different landscapes, adjacent to the White River. It blends the attributes of the White River and adjacent forest. The landscape's variety makes it an excellent area for wildlife education because it contains both a thriving wetland and forest. The dichotomy of the area allows it to be a habitat for Great Blue Heron. The site is also of interest for studying the effects of invasive honeysuckle.⁴²

Cooper Woodland Area, Cooper Natural Area, and Skinner Field

Three adjacent properties totaling 131 acres located just north of campus are known as Cooper Woodland Area, Cooper Natural Area, and Skinner Field. Cooper Woodland Area is composed of 17 acres of forest and 14 acres of secondary succession. Cooper Natural Area has 57 acres of tallgrass prairie, acres of turf, lanes, and developed areas. The remaining 43 acres make up Skinner Field, donated by former Ball State University Foundation Chairman Bill Skinner. Together the area provides a diverse series of habitats for in research and field trips.⁴³

The site is host to the student designed-and-built Straw Bale Eco Center. The Eco Center was built to be a carbon-neutral building that respects resource flows and the local climate.⁴⁴

Juanita Hults Environmental Learning Center

The Juanita Hults Environmental Learning Center is located on land once inhabited by the Miami, a Native American tribe. Possession of the land eventually came into the hands of Juanita Hults Maley where later she donated it to BSU for use in environmental education and dreamed that it would be returned to its original natural state. The 99-acre former farm includes a wetland, a tallgrass prairie, a hardwood forest, and agricultural fields.⁴⁵

Emissions

Ball State University is dedicated to emissions transparency and reporting. Emissions data for the 2012 FY was submitted to the Sustainability Tracking, Assessment & Rating System (STARS) on

September 28, 2012. The numbers below exclude the 18% of stationary emissions from scope 1 that are attributable to an adjacent regional hospital that are included in the STARS report. This report also factored in emissions from the campus fleet that are not included in the STARS report. The Scope 3 emissions are estimates, and those estimates have not changed from last year's report.

In order to reduce emissions Ball State is installing the nation's largest geothermal system. The geothermal system is currently halfway to completion, and is cooling 47 buildings and heating 20. Upon completion the geothermal

GRI:

EN 16-20, 22-24

STARS:

OP 4-5, 18-21, 28

Greenhouse Gas Emissions in Metric Tons of CO₂e²³

Scope 1	52,873
Stationary Combustion	51,153
Campus Fleet	1,720
Scope 2	92,482
Purchased electricity	92,482
Scope 3	14,157
Commuting	4,048
Air Travel	6,992
Solid Waste	3,119
Total	159,512

Other Significant Emissions in Metric Tons²³

PM10	96.76
NO _x	131.2
SO ₂	792.12
CO	41.82
HCL	1.476

Solid Waste in Tons⁴⁷

Type of Waste	
Recycled material	1,093
Composted material	525
Landfill waste	3,094
Electronic waste recycled	49
Construction waste recycled, donated, or recovered	3,956
Construction materials landfilled	1,000

system will cut Ball State's carbon footprint by half. Other emission reducing initiatives include installing high efficiency LED lights around campus, installing motion detectors to turn off lights in unoccupied areas, and purchasing hybrid electric cars and SUVs.²³ There are also a number of student groups working to raise environmental awareness throughout the campus. These groups include Ball State Energy Action Team (BEAT), Students for a Sustainable Campus, Natural Resources Club, the American Fisheries Society, the Wildlife Society, the Ball State University United States Green Building Council Students, the Council on the Environment, the Academy for Sustainability, and the Center for Energy Research/Education/Service.⁴⁸

Ball State had one hazardous materials release incident during the 2012 FY. The Indiana Department of Environmental Management was notified of the incident, as is required by Indiana Rules 327 IAC2-6.1. The incident was the result of a valve leak on the sulfuric acid tank supplying the Chill Plant. An estimated 30 gallons of sulfuric acid was released beyond the containment area into the nearby, university owned, Christy Woods. The acid was treated with soda ash to neutralize it. Clean-up was conducted by Best Environmental of Daleville, Indiana. The remaining sulfuric acid was transferred into 250-gallon polyethylene totes rated for acid storage. The tank was removed and all acid within the containment area was neutralized and pumped into appropriate containers. The contaminated soils within Christy Woods were removed and replaced. The containment area was demolished after all the cleaning was completed. Acid storage is now being done inside the Chill Plant using the 250 gallon totes mentioned earlier. Ball State did not incur any fines from noncompliance with environmental laws during the 2012 FY.⁴⁶

Waste

Waste reduction is a core aspect of BSU's sustainability initiatives. The university's recycling program strives for continuous improvement and has recently expanded into dining, housing, as well as campus events. In addition to recycling efforts, the university is attempting to go paperless by offering two-sided printing and replacing paper forms with online versions.²³



Figure 7: Reusable beverage containers. Photo by Lauren Jennings.

Products and Services

Dining Services

Due to Ball State's large student body, the university generates a significant amount of waste from food and its associated packaging. Dining Services is committed to finding ways to mitigate this environmental impact. Making the decision to purchase disposable dinnerware and carry-out containers that are highly eco-friendly is one of many initiatives in place to lessen the impact on the environment. In hopes of encouraging students to participate in sustainability efforts, Dining offers reusable insulated mugs and drink tumblers that students can refill at a discounted price. Other initiatives include the expectation that employees of Dining Services adhere to such policies as recycling. Materials are separated into categories such as cardboard, glass, tin cans, paper and plastic. By participating in the local Blue Bag program for trash disposal, Dining Services hopes to capture more than 40% of the department's waste stream.⁴⁹

GRI:

EN 26-28

In an attempt to reduce its carbon footprint, Dining Services seeks to purchase what it can of its food needs locally. Dining defines "locally" as being from Wisconsin or any of the states bordering Indiana. Jon Lewis, Director of Ball State University Dining, stated that while there is a conscious effort to reduce the carbon footprint by purchasing entirely from Indiana-based distributors, the difficulty lies in the fact that much of that food comes to those distributors from places such as California. Because of this, Dining Services seeks to buy things such as potatoes from Wisconsin rather than Idaho, mushrooms from Illinois, and fruit from Michigan to reduce food miles. This not only lessens the amount of fuel used in transporting goods, but

Energy Challenge

Facilities Planning and Management works with the student-led group called BEAT (Ball State Energy Action Team) every semester in one of the biggest initiatives to reduce energy use and increase student sustainability awareness. The Residence Hall Energy Challenge is a four week competition each semester between all of the residence halls on campus. The Challenge started in 2010 and is receiving more attention each year.

To raise awareness for the Challenge, BEAT sets up booths around campus and has mini competitions where t-shirts and reusable mugs are given away as prizes. Members of BEAT also visit residence halls giving tips to help them win the challenge, and advertisements are put in Ball State's campus newspaper, the Daily News. University Program Board lets BEAT promote the event during Friday Night Filmworks, and BEAT also teams up with

Dining Services to host "Dinner in the Dark." As BEAT's biggest sponsor, Dining purchases all of the decorations, LED candles and glow sticks for the dinner.¹⁰⁰

How It Works

Two weeks before the competition, Facilities takes baseline readings from all of the participating residence halls. The baseline puts all of the residence halls at 100% energy use, and the amount reduced or exceeded is based on the starting 100%. The goal for every residence hall to reduce their normal energy consumption by 10%. If any hall is under 90% at the end of the challenge, they have reached the goal. Below is a table listing each complex's progress during the challenge that took place during the spring semester of 2012. As the Challenge winner in spring 2012, Elliott Hall won a pizza party and a lamp trophy.¹⁰⁰

Spring 2012 Energy Challenge¹⁰⁰

Complex	Weeks 1-2	Weeks 2-3	Weeks 3-4
DeHority	102.33%	101.70%	90.41%
Elliott	93.22%	88.90%	83.56%
Johnson	99.66%	100.20%	87.84%
Kinghorn	103.59%	103.20%	100.44%
LaFollette	99.54%	99.50%	88.26%
Noyer	99.10%	99.30%	87.96%
Park	103.75%	102.90%	95.75%
Studebaker West	99.57%	99.80%	90.38%
Wagoner	99.45%	100.50%	100.27%
Woodworth	99.21%	99.80%	86.79%



*Figure 8: Newly constructed Studebaker East residence hall.
Photo by Lauren Jennings.*

also enhances the freshness of food and helps support local farmers and processors.⁵⁰

By choosing suppliers committed to greener initiatives, Dining Services is able to take greater strides towards its own green initiatives. Dining works with Stanz Foodservices, Inc., of South Bend, Indiana, to monitor how much of Ball State's produce is purchased locally. Currently, approximately 12% of Ball State's fresh produce is purchased from local vendors. Dining also works with Piazza Produce of Indianapolis, Indiana, to purchase pre-cleaned and pre-cut produce, which reduces the amount of waste Ball State generates through food preparation.⁵⁰

An entire list of Dining Service's current practices and initiatives for the 2012-2013 year can be found on their website.

Housing

Ball State University's 29 residence halls provide housing to roughly 6,900 students.⁵¹ Two off-campus communities, Anthony and Scheidler University Apartments, also provide housing to single students, students with families, and Ball State faculty and staff.⁵² With so many students using university-provided housing, the environmental impact of such residence halls is substantial. With proper awareness and initiatives, though, this environmental impact can

be substantially reduced. The Office of Housing and Residence Life's statement on sustainability is as follows:

"Housing and Residence Life fosters a culture of environmental sustainability and civic responsibility by educating individuals about their impact on the campus, local, and global communities. We seek to initiate action and awareness to create healthy social systems and environments."⁵³

This Sustainability Statement is distributed to every student at Orientation. Also during Orientation, Housing and Residence Life staff, along with Dining Services, makes a presentation to students and families about sustainability initiatives. Housing focuses on in-hall recycling while Dining discusses sustainable food practices.⁵⁴

According to George Edwards, Housing and Residence Life Associate Director for Facilities, several actions are already being taken to reduce the environmental impact of the residence halls. In an effort to increase awareness for recycling and to reduce the amount of waste produced by residents, each room is provided with recycling bins and trash bins, and every floor contains a trash room with an equal number of recycling bins. Information about what can be recycled is posted in every trash room and is also provided to students in their move-in packets. The Office of Housing and Residence Life also works with Facilities and Planning Management during the move-out process by setting up collection areas outside each residence hall complex for students to put lumber, cardboard, and concrete blocks. These items are later recycled. Collection areas are set up by the hall staff for unwanted items such as small appliances, furniture, books, clothing, toiletries, and food. These items are given to the Muncie Mission and the Habitat Store in the community. In May 2012, these donations

weighed 11,562 pounds. University Apartments hosts an annual rummage sale at the end of each academic year to encourage residents not to discard unwanted but usable items.⁵⁴

In an effort to help reduce the amount of water used by residents, water-saving flush valves, shower heads and sink faucets are being installed in existing residence halls and will be the standard in future constructions and renovations.⁵⁴

There are several initiatives currently in place relating to energy use reduction. A major initiative involves installing motion sensors in common areas when possible to reduce the amount of energy used during times when activity is minimal. Motion sensor lights will become the standard in all future constructions and renovations. Another effort to reduce energy involves setting up all computers in offices and student labs with automatic screen savers to help reduce the amount of energy used when computers are not in use. Finally, one of the largest initiatives for energy use reduction is the Energy Challenge (See page 23). Housing and Residence Life works with the student-run sustainability group BEAT (Ball State Energy Action Team) to promote “green” living to students.⁵⁴

The Office of Housing and Residence Life’s sustainability mission encompasses more than just waste, water, and energy reduction. It also encourages custodial supervisors to review cleaning products being used in residence halls every year. When possible, the switch is made to more eco-friendly cleaning products.⁵⁴

Education

Organizations across the globe are realizing the importance of sustainable operations. Not only does operating sustainably reduce an organization’s negative environmental, social, and economic impacts, but it also tends to save money in the long run. This new way of

operating calls for managers to be educated in and committed to sustainability efforts. Ball State recently developed an undergraduate minor in sustainability to prepare students for this type of leadership. Upon completing this minor, students will be able to explain the different elements of sustainability (environmental, social, and economic) and apply concepts of sustainability in decision making.⁵⁵ For more information about this minor, including which courses constitute its requirements, visit: <http://cms.bsu.edu/Academics/CentersandInstitutes/COTE/Sustainability/MinorinSust.aspx>



Figure 9: Bus stop on McKinley Avenue. Photo by Lauren Jennings.

Compliance

Ball State had no significant fines or sanctions for violations against environmental laws and regulations for the prior year.

Transportation

Ball State maintains a fleet of vehicles to support the university’s educational mission. Ball State’s fleet of 330 vehicles consists of 119 cars, 68 trucks, 120 vans, 22 buses, and one mobile

classroom.⁵⁶ These vehicles operate using regular unleaded fuel, E-85, biodiesel, electricity, and some use hybrid technology. Forty-one vehicles are gasoline-electric hybrids, six vehicles are biodiesel-electric hybrids, and one vehicle is completely electric. These vehicles consume less fuel than their conventional counterparts. Biofuels, such as the E-85, are renewable resources and may generate less greenhouse gas.⁵⁷ The emissions released from the variety of vehicles put into service were 1,720 metric tons of CO₂.

GRI:
EN 29

STARS:
OP Credit 16

Students are using more sustainable methods of transportation to travel to class. Sixty percent of the students have decided to use sustainable commuting options.⁵⁸ During good weather, estimates of up to three thousand students commute by bicycle daily. Several bicycle-oriented initiatives were started over the past few years to encourage ridership. The university works with law enforcement to register bicycles that are used on campus in order to help prevent theft. Ball State Recreation Services holds bicycle education and safety courses, and also hosts recreational rides. Outdoor Pursuits, a recreational program, rents mountain and road bicycles, additionally offering maintenance services as well. The goal of the Outdoor Pursuits program is to grow into a dynamic year-round program that runs smoothly and meets the needs of BSU students, faculty, staff, alumni, and the East Central Indiana community.⁵⁹

Environmental Protection Expenditures

While information regarding the total expenditures of all programs that protect the environment is not available, Ball State University commits significant financial resources to environmental sustainability. For example, the geothermal project alone cost \$70-\$75 million. Also, the university has pledged all current and future construction to adhere to LEED Silver or higher.⁶⁰

GRI:
EN 30



HR

HUMAN RIGHTS

There is growing global consensus that organizations have the responsibility to respect human rights. Human rights Performance Indicators require organizations to report on the extent to which processes have been implemented, on incidents of human rights violations and on changes in the stakeholders' ability to enjoy and exercise their human rights, occurring during the reporting period. Among the human rights issues included are nondiscrimination, gender equality, freedom of association, collective bargaining, child labor, forced and compulsory labor, and indigenous rights.¹⁰¹

Human Rights

Investments and Procurement

The Ball State University Foundation is a separate, not-for-profit corporation, which solicits, collects and invests donations for the sole benefit of Ball State University. The Foundation acts primarily as a fund-raising organization to supplement the resources that are available to the University to fund its programs. The Foundation funds scholarships, distinguished professorships, capital expenditures, and operational support. The Foundation has relationships with approximately 30 investment management firms, all of which are US-based and in compliance with US labor laws. The Foundation makes no direct investments in the equity of any corporation except for the small portion, approximately \$500,000, in the Student Managed Investment Fund under the supervision of Dr. Manoj Athavale, Chairperson of the Department of Finance and Insurance. In all cases managers have discretion over the positions they take, and while the Foundation looks favorably on human rights issues, it does not have any specific mandates or screens on managers or investments with regard to that criteria in the portfolio. Other than relationships with the university, these manager relationships would be the only significant business partner relationships of the foundation.⁶¹

According to Ball State's Equal Opportunity and Affirmative Action Policy, the university provides equal opportunity to all employees and

GRI:
HR 1-3

STARS:
OP Credit 13
PAE Credit
14, 25

applicants for employment in its recruitment, hiring, retention, promotion, tenure, transfer, layoff, return from layoff, training, and other employment decisions and in its compensation and benefits programs without regard to race, religion, color, sex (except where sex is a bona fide occupational qualification), sexual orientation, physical or mental disability, national origin, ancestry, age, or citizenship (for U.S. citizens and protected lawfully-admitted aliens).⁶²

The university also takes affirmative action to employ and advance minorities, women, qualified disabled persons, and qualified disabled veterans and veterans of the Vietnam era. Information concerning the university's affirmative action programs can be obtained from the Office of University Compliance, Ball State University. The Purchasing Services Office supports the university's commitment to the promotion of diversity with the vendors who supply goods and services to the university by focusing on securing business contracts with them. The department did not indicate any specific human rights screening processes for suppliers or business partners.⁶³

Each academic year the Learning and Development office schedules training sessions to address the needs of Ball State University employees. The Learning and Development office, as part of University Human Resource Services, provides online training modules for employees to succeed in their workplace. Training varies by department; as a result, the data on training hours is not recorded in a single database.

According to Jarold Winans, Associate Director of Human Resources, Learning and Development, the office offers an average

of 120 training sessions on various subjects. Approximately 20 hours of human rights training were offered, which included sexual harassment prevention, Fair Labor Standards Act (FLSA), Family and Medical Leave Act (FMLA), and unemployment insurance. A detailed list of training courses offered by Learning & Development department can be viewed at: <http://cms.bsu.edu/About/AdministrativeOffices/HumanResources/LearnDev.aspx>

Non-Discrimination

Ball State's Office of University Compliance investigates all complaints of discrimination at the university.

The university has a strict policy on discrimination and provides an appeals process for allegations of discrimination.⁶²

The Office of University Compliance did not have the total number of discrimination instances available in a reportable format.⁶⁴

GRI:
HR 4

Freedom of Association and Collective Bargaining

Ball State's Handbook for Service Personnel contains the policy about the freedom of association and collective bargaining.

It states that "without fear of penalty or reprisal, eligible employees have the right to freely join and assist any lawful employee organization or to refrain from

such activity."⁶⁵ For the reporting period, no data were available that indicated the right to freedom

GRI:
HR 5
STARS:
PAE Credit 11

of association and collective bargaining were violated.⁶⁶

Child Labor and Forced and Compulsory Labor

According to the University Human Resource Services, there have been no incidents of child labor or forced and compulsory labor for the reporting period.⁶⁶

GRI:
HR 6-7

Security Practices

The University Police Department provides the main security for the campus. It has a strong commitment to protecting the campus community and the surrounding areas. Training is an ongoing procedure. According to Robert Fey, Assistant Chief of Police, 100% of the employees, who include civilian employees,

GRI:
HR 8



Figure 10: Ball State University Police patrol car. Photo by Lauren Jennings.

are trained in the area of human rights. Safety awareness, sexual harassment, and alcohol regulations are some of the topics covered under human rights. The officers take part in human rights courses at the Indiana Law Enforcement Academy, which cover criminal law, traffic law, ethics, cultural diversity, and human behavior. These courses touch on human rights issues, including federal and state constitutional laws.⁶⁷

Remediation

According to the Office of Employee Relations, there were zero grievances related to human rights filed for the reporting period at Ball State University.⁶⁸

GRI:
HR 11

Indigenous Rights and Assessment

According to the Office of Employee Relations, there have been no incidents that indicated the rights of indigenous people were violated for the reporting period.⁶⁸

GRI:
HR 6-7

Assessment

The Office of University Compliance is primarily responsible for handling discrimination issues and has a formal complaint resolution process in place. Employee Relations handles service and staff employee grievances. The Office of Student Affairs handles student complaints and has an active role in Title IV compliance. The Faculty Senate also has processes to review employee complaints. All supervisors of the university are expected to prevent and address unlawful discrimination by promptly investigating and remedying concerns.⁶⁸

GRI:
HR 9-10



LA

LABOR

The specific aspects under the category of Labor are based on internationally recognized universal standards.

The Labor indicators also draw upon the two instruments directly addressing the social responsibilities of business enterprises: the ILO Tripartite Declaration Concerning Multinational Enterprises and Social Policy, and the Organization for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises.¹⁰¹

Labor

Employment

The university is the largest employer in the community, employing approximately 3,000 people. The following graphs present Ball State's workforce by employment type and gender within those employment types.

GRI:
LA 1-3, 15
STARS:
PAE Credit 6-11

Ball State University, like many large organizations, faces turnover. According to the University Human Resources Services, last year Ball State hired 152 new employees and had 175 separations, either through resignation or discharges. The turnover rate was 7.07%.⁷⁰

The university provides benefits to all classes of employees, however, the benefits for part-time and temporary employees are limited. Only full-time employees are eligible for most of the university's benefit plans, i.e. medical/dental, retirement, salary continuation, life, accidental death and dismemberment insurance (AD&D), and fee remission. Some part-time employees receive sick and vacation hours after two years of continuous employment, and part-time employees may receive holiday pay depending on the number of hours they work.⁷⁰ Temporary, casual, and substitute employees receive compensation for time worked only.⁷² The following link provides more detailed information on the university's benefit plans: <http://cms.bsu.edu/About/AdministrativeOffices/PayrollEB/Benefits.aspx>

The university is bound by labor laws and requirements. One of those is the Family and Medical Leave Act, which requires larger

employers to provide up to 12 weeks of unpaid job-protected leave to "eligible" employees for specified family and medical reasons. During the 2011-2012 academic year, the university had 29 employees take parental leave, of which 27 were female and two were male. Both males returned to work, and 24 of the 27 females returned to work.⁷¹

Labor/Management Relations

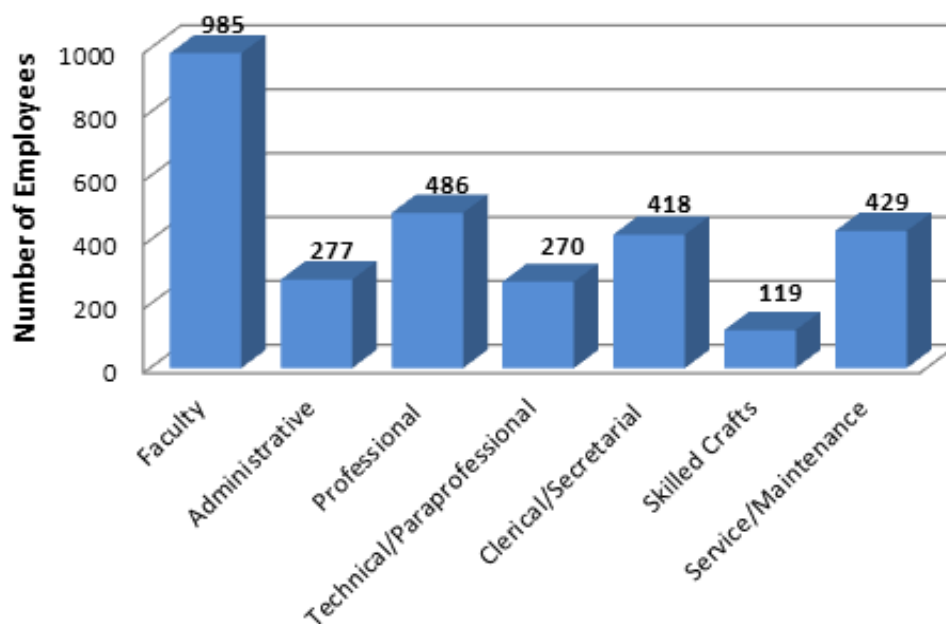
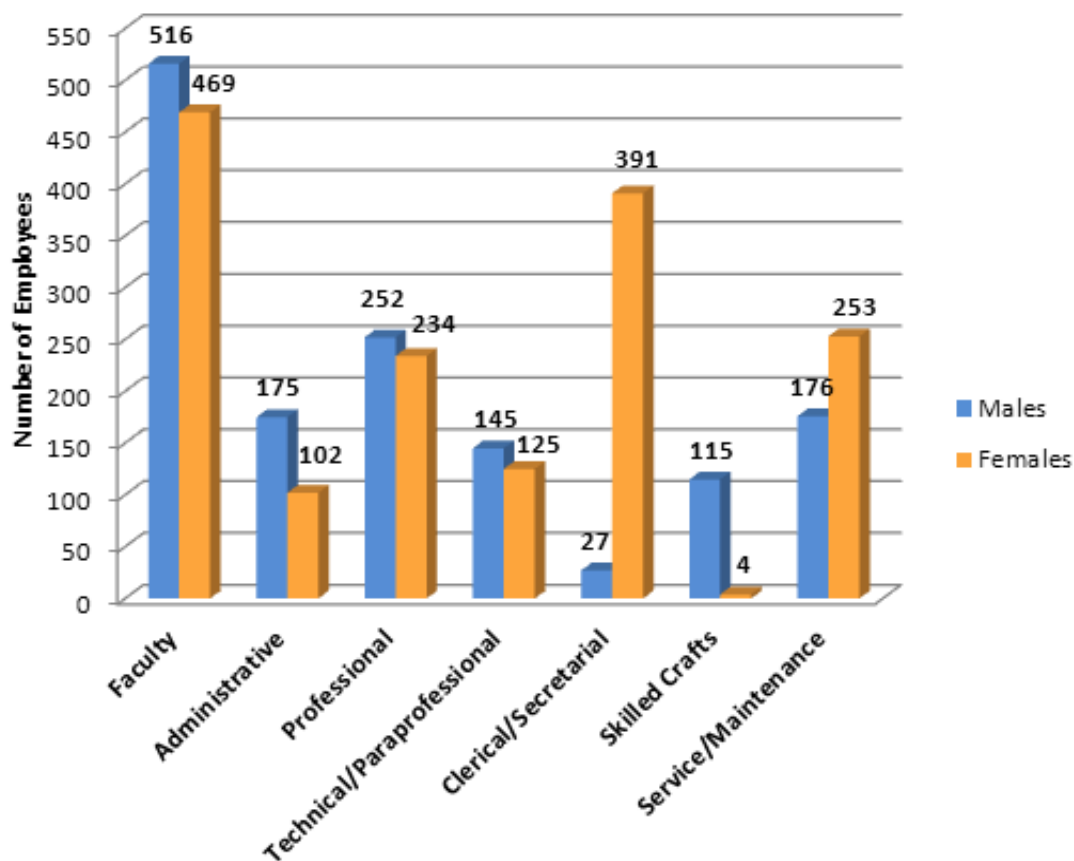
Full-time regular service employees of the University are represented by The American Federation of State, County, and Municipal Employees (AFSCME) Local #293. The collective bargaining agreement covers 13.1% of Ball State employees.⁷³

There is no set time period for notifying employees of operational changes, except for the employees covered by the collective bargaining agreement. They must be notified prior to the start of the workweek, which is before 12:01 am on Sunday; however, in practice the university tries to give as much advance notice as possible.⁷³

GRI:
LA 4-5
STARS:
PAE Credit 11

For layoffs, the collective bargaining agreement requires a seven-day notice. For the non-union staff, there is 30-day notice, and for professional employees, the notice time depends on the length of service.⁷³

Handbooks for all classes of BSU employees can be found on Ball State's Human Resource Services website. The university employee

Workforce by Employment Type⁶⁹Workforce by Gender⁶⁹

handbooks present policies, procedures, and regulations approved by the University Senate, the President, and/or the Board of Trustees.⁷⁴

Occupational Health and Safety

One hundred percent of the university's workforce is represented on joint management-worker health and safety committees. The collective bargaining unit and management representatives make up 13% of the workforce. However, other employee groups have elected representative parties that highlight a variety of issues including health and safety. This ensures matters concerning health and safety are dealt with across the entire campus.⁷⁵

In total, there were 538 reports of employee injuries and/or diseases filed in 2011. Of those reports, 386 cases did not require any medical attention (except first-aid) or time off work. Injuries accounted for 1,187 missed workdays in 2011. These statistics are not kept by region or gender. Finally, there were no work-related fatalities.⁷⁵

There are multiple programs in place at Ball State to assist employees and their families with serious diseases. A few highlights are health insurance, pay for sick people including long-term disability or salary continuance for all groups, job protected leave of absence for both sick individuals and/or sick family members, and unpaid leave of absence, some of which continues until retirement. Also, BSU offers several wellness programs to their employees to promote healthy lifestyles. For example, health insurance has incentives and rewards for certain healthy behaviors, like non-smoking discounts, preventative care, and no out-

GRI:

LA 6-9

STARS:

PAE Tier Two 5

of-pocket costs.⁷⁵ Finally, the Working Well office offers wellness programs such as Chronic Disease Self-Management, Weight Watchers at Work, and Nutritional Counseling.⁷⁶ There are no individual trade unions representing each occupation. According to Melissa Rubrecht, Director of Employee Relations, "American Federation of State, County, and Municipal Employees Local #293 represents all of the trades and labor employees recognized for collective bargaining at the university."⁷⁵

Training and Education

The training programs at BSU vary by department, and the training hours are not tracked in a single database.⁷⁷

The Learning & Development department offers training programs that are available to all employees. Approximately 120 sessions of training

on various subjects were offered in the 2012 FY that were designed to address one or more categories on the annual performance evaluation forms of administrators and professionals.⁷⁸ The training hours per employee were not available in a reportable format.

The university offers numerous training courses that contribute to the effective development of its employees through the Learning & Development department. Some of the courses offered cover leadership, writing, communication, strategic thinking, goal planning, and personal management.⁷⁸ An example of this training is the Professional Enhancement Program (PEP) which allows employees to upgrade and master information processing skills that enhance current job performance and open the door for future employment opportunities.⁷⁷

GRI:

LA 10-12

STARS:

PAE Credit 15

All BSU employees receive regular performance and career development reviews. Each department conducts its own reviews and keeps the data on file. The data for the faculty and other professional staff were not available in a reportable format.

Diversity and Equal Opportunity

The three main governance bodies at Ball State are the Campus Council, the Faculty Council, and the University Council. These councils are primarily composed of faculty and staff members, however, both the Campus Council and the University Council also have student members.⁹

GRI:

LA 13

STARS:

PAE Credit 6

The following tables break down the university’s workforce by ethnicity and average age within the previously broken down employment types.

Average Age by Employment Type⁶⁹

Type of Employment	Average Age
Faculty	50
Administrative	51
Professional	42
Technical/Paraprofessional	47
Clerical/Secretarial	50
Skilled Crafts	52
Service/Maintenance	48

Ethnicity of Workforce by Employment Type⁶⁹

Type of Employment	American Indian/ Alaskan Native	Asian/ Pacific Islander	Black, Non-Hispanic	Hispanic	White, Non-Hispanic	Unknown/ Other
Faculty	1	30	19	54	871	10
Administrative	1	6	13	3	252	2
Professional	2	8	24	6	444	2
Technical/Paraprofessional	1	-	5	-	264	-
Clerical/Secretarial	1	-	17	3	395	2
Skilled Crafts	1	-	4	-	114	-
Service/Maintenance	7	1	41	3	376	1

Equal Remuneration for Women and Men

Data relating to salary ratios of women to men for all employment types, excluding faculty, were not available in reportable format.

Average salaries of men and women by academic rank for the fiscal year 2011-2012 are shown in the table below. While there appears to be a slight gender pay gap, especially among professors, these average salaries are based on academic ranks across all departments. To obtain a more accurate ratio of women to men salaries for faculty, one would need to look at gender pay gap by academic rank within each department. Gathering this level of detail is beyond the scope of this report.

GRI:

LA 14

STARS:

PAE Credit 6

Average Age by Academic Rank⁷⁹

Academic Rank	Men	Women
Professor	\$87,600	\$78,000
Associate Professor	\$68,000	\$65,900
Assistant Professor	\$55,300	\$53,400
Instructor	\$45,200	\$42,300



SO

SOCIETY

Society performance indicators focus attention on the impacts organizations have on the local communities in which they operate, and disclosing how the risks that may arise from interactions with other social institutions are managed and mediated. In particular, information is sought on the risks associated with bribery and corruption, undue influence in public policy-making, and monopoly practices.¹⁰¹

Society

Local Community

Ball State University is involved with numerous local community engagement projects through Student Voluntary Services (SVS), individual departments on campus, and Building Better Communities (BBC). Student Voluntary Services and Building Better Communities both use assessment programs to measure the success of their community involvement and assistance to local stakeholders.

GRI:
SO 1, 9-10

STARS:
PAE Credit
22-23

Each year, The Office of Student Life conducts a Service Engagement Audit. According to the most recent audit of the 2011-2012 academic year, over 8,400 students participated in at least one service project and contributed, in total, over 306,700 hours of service. These numbers are up compared to the 2010-2011 academic year with approximately 7,500 participating students and approximately 109,000 total hours of service. Furthermore, twenty-five departments on campus reported having at least one course that was classified as immersive learning, community-based service learning, internship/practicum/fieldwork, student teaching, or art performance/exhibition. Seventeen student organizations participated in service projects, volunteering over 46,400 hours of the total hours.⁸⁰

Kathy Smith, Associate Director of Student Life, is actively involved with community organizations in Muncie and Delaware County. She receives

feedback both from student volunteers and volunteer organizations. Smith asks students who are involved with SVS to complete a Learning Outcomes Assessment at the beginning and conclusion of the volunteer experience. Upon evaluating the assessments, Smith says there is an overall satisfaction with completing community service projects. Whether the students are voluntarily completing hours, or if they are required to by their courses, they are glad to have contributed to a good cause at the end of their experience. Smith also asks organizations to rate their overall satisfaction with the volunteers



Figure 11: SVS volunteers raking leaves. Photo by Paige Vandoski.

during the semester or year. The Community Impact Assessment for the 2011-2012 academic year, says that nearly 89% of the organizations are either satisfied or very satisfied with the “level and quality of interaction with students/faculty.”⁸⁰

Smith focuses on non-profits with a social need, as opposed to a business need. Whether it’s an

after-school tutoring program, or helping at the local food bank or soup kitchen, SVS makes vital community connections through serving the people of Muncie and Delaware County. When it comes to community service, Smith says, “It’s like taking the blinders off. Once you take them off and realize the needs of others, you can’t pretend you don’t see it anymore.”⁸⁰

Building Better Communities (BBC) provides help with community, economic, and business development to partners across Indiana by connecting them to expert staff and resources at Ball State. The BBC office includes: Business Development, Community Economic Development, Indianapolis and Fishers Centers, E.B. and Bertha C. Ball Center, and the Fellows program.⁸¹ During the 2011-2012 academic year, BBC coordinated 149 projects, serving over 2,950 participants. They also collected information on an additional 470 outreach and engagement projects conducted by other Ball State academic departments and centers. These projects involved more than 5,000 Ball State students, faculty, and staff with over 8,400 participants from communities around the state. This is a significant increase from last year’s audit of 5,763 participants. Projects can range from a one-time meeting or training session to initiatives that are several months or even one year in length.⁸²

An excellent example of BBC’s positive impact on local communities was their work with OrthoWorx a Warsaw, Indiana based community initiative. Sharon Canaday, Associate Project Manager at BBC, worked closely with 60 key stakeholders in the public, private, not-for-profit, and other sectors to conduct a community attributes study. The study sought to help the Warsaw community enhance its assets and plan for and implement opportunities to create a sense of place and a high quality of life. The goal was to attract and retain the creative talent and skilled workforce the orthopedic and medical

device cluster requires to compete in today’s global economy. Upon completion of the project, OrthoWorx adopted several recommendations. They helped fund a community information website (mywarsaw.net) to link people both in Warsaw and outside Warsaw to local events, history, demographics, and resources in the community. Additionally they sought to enhance a cultural diversity group to be able to address and help overcome compelling cultural changes. Finally they will explore the linking of bike and walking paths to promote connectivity, health, and social interaction.⁸²

Delaina Boyd, Director of Business Development at BBC says, “We approach each project as a partnership and strive to form long-term relationships with the individuals and organizations with which we work.” Boyd, Canaday, and other staff at BBC become invested in what their clients are doing, stay in contact, and even become friends in some cases.⁸²

Every year, The Office of Student Rights and Community Standards and University Police create an annual security report that discloses

Non-campus Offenses Reported⁸⁴

Criminal Offense	2009	2010	2011
Murder/Non-negligent manslaughter	0	0	0
Negligent manslaughter	0	0	0
Forcible sex offenses (including forcible rape)	0	2	1
Non-forcible sex offenses	0	0	0
Robbery	0	0	0
Aggravated assault	0	1	0
Burglary	2	2	2
Motor vehicle theft	0	0	0
Arson	1	1	0

Non-campus Arrests⁸⁴

Criminal Offense	2009	2010	2011
Liquor law violations	0	1	2
Drug law violations	0	0	0
Illegal weapons possessions	0	0	0

Public Property Adjacent to Campus-- Offenses Reported⁸⁵

Criminal Offense	2009	2010	2011
Murder/Non-negligent manslaughter	0	0	0
Negligent manslaughter	0	0	0
Forcible sex offenses (including forcible rape)	1	1	0
Non-forcible sex offenses	0	0	0
Robbery	3	2	2
Aggravated assault	9	3	6
Burglary	0	0	0
Motor vehicle theft	0	0	1
Arson	0	0	0

Public Property Adjacent to Campus--Arrests⁸⁵

Criminal Offense	2009	2010	2011
Liquor law violations	267	134	155
Drug law violations	67	67	89
Illegal weapons possessions	3	1	0

all crime statistics. The report is required by the U.S. Department of Education in compliance with the Clery Act and is made available to the public accompanied by a report on fire safety. Later, the report is emailed to current students as well as employees. Incoming students are informed of the report's existence as well. Ball State University's annual crime statistics include on- and off-campus crimes as defined by the Clery Act that are reported to University Police. The two reporting categories, "Public Property Adjacent to Campus" and "Non-campus," can be included as actual negative impacts on local communities. Public property adjacent to campus is not owned by the university. Non-campus offenses refer to university-owned property that is not part of Ball State's main campus. The largest number of instances for disturbances on public property was related to liquor and drug law violations. Depending on how these events transpired, these arrests may be perceived as a negative impact on local communities.⁸³

Corruption

Ball State University employs a full-time Director of Risk Management and has an Internal Audit Department consisting of two full-time employees, the director and a staff auditor, as well as up to two student audit

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SO 2-4

assistants. Both departments manage risks for the University. The Indiana State Board of Accounts is required by state law to audit the financial statements of Ball State University each year.

The entire university is analyzed for risks

of various kinds. Ball State listed the following potential risks to the University in their notes to the 2011 FY financial statements: Torts, theft of, damage to, or destruction of assets, errors or omissions, job-related illnesses or injuries to employees, and employee benefits. The University addresses these risks through a combination of risk retention and commercial insurance. Ball State has self-insurance reserves of \$12.2 million, of which \$10.1 million specifically pertains to healthcare costs. The remaining \$2.1 million of insurance reserves allocates \$0.7 million for employee life insurance plans, and \$1.4 million for workers compensation expenditures. The University also maintains a contingency reserve of \$6 million, in order to help offset the costs of unforeseen disasters such as a major weather related event, a major pandemic, or other claims. Auto-liability, life insurance, and long-term disability are handled through fully insured commercial insurance policies.⁵

The university's office of Human Resource Services hosted 120 learning and development sessions during the 2012 FY.⁸⁶ All BSU employees and students can attend the sessions free of charge, and there is no limit to how many sessions an individual may attend. The sessions cover a wide range of topics including harassment prevention, conflict resolution, the fair labor standards act, performance evaluations for staff personnel, and many other topics.⁷⁸ The university does not maintain a list of the number of training sessions regarding anti-corruption policies or the number of attendees at each session.

Ball State's policy on conflicts of interest and conflict commitment can be found in the Faculty and Professional Personnel Handbook. Each employee is obligated to disclose conflicts of interest and conflicts of commitment with their department head or other supervisor; this is done by filling out a disclosure form. The procedure for managing conflicts begins with the department

head or other supervisor forwarding the disclosure form, along with any recommendations to manage the conflict, to the dean or appropriate official. The dean or appropriate official will then endorse and/or comment on the disclosure form and forward it to the policy coordinator. The policy coordinator will add their additional endorsement and/or comments and forward the disclosure form to the president for final approval. Examples of measures that might be used to manage or resolve conflicts are included in the handbook. These include; monitoring of the outside activity by and independent reviewer, disqualifying the employee from participating in decisions that might affect the employee's financial interests, divestiture of the financial interest which creates the conflict, and severance of any relationships that create the actual or potential conflict.⁷⁴

Public Policy

Ball State University's email user policy does not allow "using university systems for... political campaigning."⁸⁷ However, this does not mean the university avoids participating in public policy development or lobbying.

Administrators take public policy positions; for example, President Jo Ann Gora educates and informs Indiana lawmakers about the importance of continued funding for higher education in the state. In 2012, Steven A. Fisher of Fisher Consulting lobbied \$40,000 for Ball State to use for educational purposes.⁸⁸ While Ball State administrators can comment on policy-related actions, the university does not contribute to political parties or politicians.

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SO 5-6

Anti-Competitive Behavior and Compliance

Ball State University is one of several institutions of higher education in Indiana.

The university is a governmental entity and is not affected by legal actions related to anti-competitive behavior, anti-trust, or monopoly practices.⁸⁹

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PR

PRODUCT RESPONSIBILITY

Performance indicators address the aspects of a reporting organization's products and services that directly affect customers, namely, health and safety, information and labeling, marketing, and privacy.

These aspects are chiefly covered through disclosure on internal procedures and the extent to which these procedures are not complied with.¹⁰¹

Product Responsibility

Dining

According to Jon Lewis, Director of Ball State University Dining, Dining Services continuously works toward being in compliance with all food policies and health code regulations. Dining is inspected for potential violations by the university's own environmental health personnel and addresses any violations in a timely manner. To determine customer satisfaction, Dining distributes a survey each year that allows customers to rate various aspects of Dining Services, including food quality, dining facilities, and staff.

In packaging food items, dining services is required by law to label all products with the name of the product, ingredients, and the quantity of the product. Regarding marketing, Ball State dining is not restricted by any laws or regulations. Since Lewis has been with Ball State, there have been no cited incidents of non-compliance with regulations concerning health and safety, product labeling, or marketing of products and services.⁵⁰

Education

Ball State University has seven academic colleges that offer more than 170 majors, 88 master's degrees, 16 doctoral degrees, and four specialist programs. Each major or program has a page on the university's website, explaining the major or

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PR 1-9

program, and listing the classes that are required to receive the specified degree.⁹⁰

Many of the Colleges at Ball State University have received accreditation from various organizations. These include the College of Architecture and



Figure 12: Miller College of Business accreditation plaque. Photo by Lauren Jennings.

Planning, the Miller College of Business, the Teachers College, and the College of Fine Arts. Many individual departments throughout the university have also received accreditation.⁹⁰

Students have the option to anonymously fill out course evaluations at the end of each semester for all of the courses they are enrolled in. The course evaluations provide feedback that is critical to improving the educational experiences for Ball State's students. Faculty members rely on student feedback in order to improve the quality of their instruction.⁹² The evaluations consist of a set of eleven university core questions, and two written comment areas, that assess the effectiveness of the course and the instructor. Specialty questions can be added to the evaluations at

the college, department, or instructor level. The results of these course evaluations affect faculty compensation and tenure, and are confidential.⁹¹

Students currently enrolled or formerly enrolled, at Ball State, regardless of their age are subject to Family Educational Rights and Privacy Act (FERPA). FERPA grants these four specific rights to students: the right to see the information that Ball State has concerning the student, the right to seek amendment to those records and in certain cases append a statement to the records, the right to consent to disclosure of their records, and the right to file a complaint with the Department of Education Compliance Office in Washington DC.⁹³

Ball State has not had any incidents of non-compliance with regulations concerning its marketing campaigns, promotions, or sponsorships during the 2012 FY, nor has it incurred any significant fines relating to these issues.⁹⁴

Due to the nature of education, there are no issues or incidences with health, safety, and product labeling.

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Housing

In this report, the 29 campus residence halls are categorized as one of Ball State's products. Students sign a contract for approximately \$7,800 to \$11,800 to live in a hall for one academic year. The cost depends on the number of rooms, meal plan, and a variety of other factors.

To assess students' overall satisfaction with their residence halls, a quality of life survey is distributed by Housing and Residence Life. Although there was a three percent decrease in the overall response rate from 2010-2011, many individual halls showed an increase in



Figure 13: Kinghorn residence hall. Photo by Lauren Jennings.

their response rates, totaling 3,072 returned surveys. The Overview of Quality of Life Survey 2011-2012 for BSU Residence Halls revealed that approximately 80% of students (freshman through graduates) either agreed or strongly agreed that they enjoyed living in the residence halls. According to Alan Hargrave, Associate Vice President for Student Affairs and Director of Housing and Residence Life, actual minor complaints, or service requests such as burnt-out light bulbs, are not kept on record. According to the survey, 67% of students either strongly agreed or agreed that service requests submitted were completed in a timely and satisfactory manner, 29% were undecided and approximately four percent disagreed or strongly disagreed. According to Hargrave, additional information concerning other sections of Product Responsibility is not available in a reportable format.⁹⁵



ECONOMIC

The economic dimension of sustainability concerns the organization's impacts on the economic conditions of its stakeholders and on economic systems at local, national, and global levels. The Economic indicators illustrate the flow of capital among different stakeholders and the main economic impacts of the organization throughout society.

Financial performance is fundamental to understanding an organization and its own sustainability. However, this information is normally already reported in financial accounts. What is often reported less, and is frequently desired by users of sustainability reports, is the organization's contribution to the sustainability of a larger economic system.¹⁰¹

Economic

Economic Performance

Ball State University is a public institution, which receives funding from the Indiana State Budget Agency. For the fiscal year (FY) ended June 30th, 2011, state appropriations of \$145,030,050 were approximately 40.4% of Ball State's general fund budget and 31% of the university's total revenue. State appropriations were \$1.8 million less for FY 2011 than the previous year. This reduction was Ball State's share of the total \$150 million budget cuts to Indiana's institutions of higher education for the 2009-2011 biennium. While these reductions are significant, mission critical programs as outlined in the strategic plan have not been affected, nor have the programs directly affecting the academic experience of students.⁵

Student tuition and fees were Ball State University's second largest source of revenue during the 2011 FY. The total amount, \$135,136,961 is an increase of \$10.4 million, from the previous year. Increased enrollment and tuition rates were responsible. Despite the rate increase, the university's tuition rate is second lowest of any college in the Mid-American Conference, and is lower than the University's two closest competitors for Indiana students.⁵

In addition to the state appropriations, the university also received \$49,305,397 of Federal and State Scholarships and Grants during the 2011 FY. This is an

increase in \$4.7 million from the previous year. Private gifts totaled \$5,412,971.⁵

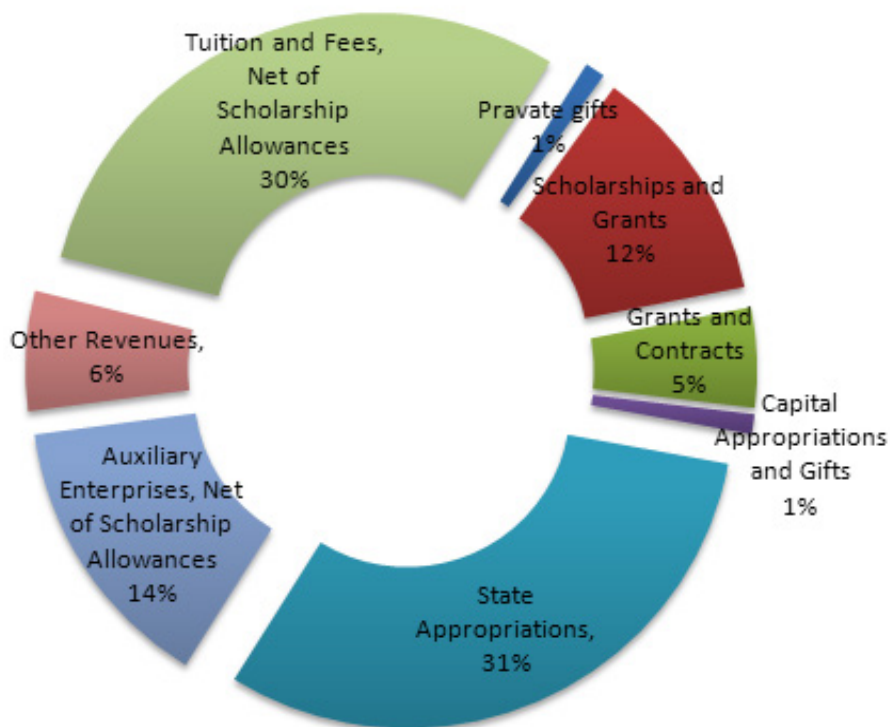
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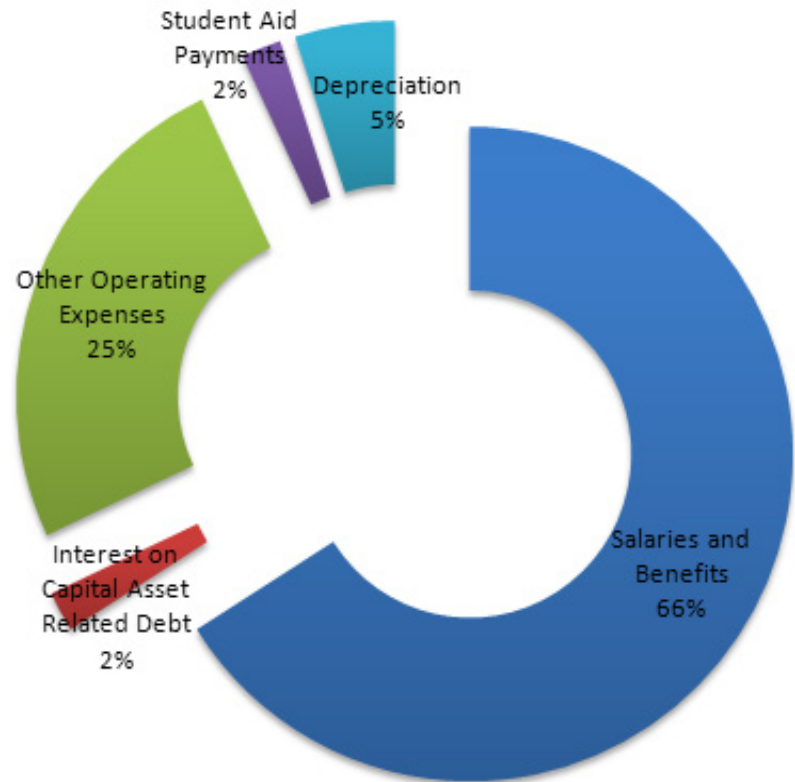
Other revenues totaled \$3,265,579 and were six percent of total revenues for the year ended June 30, 2011. Other revenues consist of capital appropriations, gifts and grants, as well as items that are typically non-recurring, extraordinary, or unusual to the University.⁵

Operating Expenses for the 2011 FY increased by \$12.9 million from the previous year and totaled \$411,207,438. Approximately \$6.2 million dollars of the increase was due to an "increase in supplies

Total Revenue by Source



Total Expenses by Object



and expense, which includes basic office supplies, insurance, utilities, certain contracts, postage, certain rental costs, software, and other expenses.” The remainder was attributable to repairs and maintenance (\$2.4 million), depreciation (\$2 million), and personnel costs (\$1.1 million). Healthcare costs continue to be a major component of the university’s total expenses. Salaries and benefits, which include health care costs, accounted for 66% of Ball State’s total expenses. According to the most recent actuarial study, dated July 1, 2009, Ball State’s liability for retiree health care was estimated at \$192.2 million. Ball State has established a trust fund to assist in financing this liability, as of June 30, 2011 the trust fund had a market value of \$156.6 million.⁵

Ball State’s defined benefit plans are another component of the Salaries and Benefits expense. Ball State faculty have numerous benefit plans from which to choose. These plans include Ball State’s Alternate Pension Plan, the Teachers’ Retirement Fund (TRF), the Public Employees’ Retirement Fund (PERF), and the Early Retirement Program.⁵

For employees enrolled in the University’s Alternate pension plan, Ball State contributes 12% of each participating employee’s base salary, for employees hired on or before September 30, 2010. For employees hired on or after October 1, 2010, the university contributes five percent of each employee’s base salary for the first three years and 10.5% for each year thereafter. University contributions totaled \$12,309,463 to this plan for 1,433 participating employees, for the year ended June 30, 2011.⁵

For the year ended June 30, 2011, 347 university employees were enrolled in the TRF benefit plan. The university contributes to this plan at an actuarially determined rate. The 2011 FY rate

was determined to be 7.5% of covered payroll. Ball State contributions to the TRF plan were \$2,121,742 for the 2011 FY. Ball State made 100% of required contributions for the 2011 FY.⁵

On June 30, 2011, 1,282 university employees were participating in PERF. The annual contribution for PERF is set by state statute as three percent of compensation, plus the investment earnings credited to the member’s account. Ball State made contributions of \$3,008,378 to this plan for the 2011 FY.⁵

Ball State offers an Early Retirement Program for eligible employees. This plan provides a severance payment equivalent to 15% of the employee’s final year’s pay. These payments are made in the final year of employment. As such, no liability exists beyond the end of the fiscal year in which the employee terminates. As of June 30, 2011, a

liability of \$429,600 exists representing payments to be made in 2012 and 2013 to employees who have retired under the Early Retirement Program by June 30, 2011.⁵

Market Presence

Salary and wage expenses totaled \$208,451,895 for the 2011 FY. This number consists of both student workers and faculty employed by the University.

The minimum wage for the State of

Indiana is \$7.25, which is the same as the federal minimum wage. The average salary for the entry level teaching position of instructor at Ball State University is \$43,264.⁴

GRI:

EC 5-7

STARS:

PAE Credit 11

OP Tier Two 5

The American Federation of State, County, and Municipal Employees (AFSCME), is the representative of regular, full-time service personnel. Regular full-time personnel for Ball State consist of food services personnel, custodians, and skilled labor. The standard entry wage for food service personnel is \$10.42 per hour, which is 1.4 times the state minimum wage. The entry-level wage for custodians is \$12.94 per hour, which is 1.8 times the state minimum wage. Skilled labor standard entry-level wage is \$19.68 per hour, which is 2.7 times the state minimum wage.⁹⁶

The University is an equal opportunity and affirmative action employer. Ball State does not have a policy on hiring employees from the local community. Instead, the University looks for the most qualified candidate to fill the position.⁶⁰

Ball State has a policy that gives preference to local products and businesses in its purchasing



Figure 14: Miller College of Business classroom. Photo by Matt Holmes.

decisions. This policy includes following LEED guidelines on new and major renovation construction projects that require the use of 10% to 20% regional building materials that have been extracted, harvested, recovered as well as manufactured within 500 miles of the project site based on the cost of the total materials used.⁹⁷

Indirect Economic Impacts

Ball State University has a tremendous indirect economic impact on the city of Muncie, as well as the state of Indiana. This impact includes, but is not limited to, tax revenues, grants, and visitor and student spending. BSU employees pay approximately \$5.1 million in state income taxes and approximately \$12.9 million in sales taxes to the state of Indiana. Students contribute approximately \$1.3 million in income and sales taxes paid to the state. In addition to taxes paid to the state, an estimated \$1.2 million in local option income taxes are paid to local governments in the Muncie region each year. In addition to income and sales taxes, communities in Delaware County receive approximately \$25 million in property taxes attributable to BSU employees. These tax payments make around 17% of the total property taxes and about 27% of all non-commercial property taxes for Delaware County. Student rent is estimated to provide another \$4.8 million in annual property taxes.⁶⁰

As a result of BSU’s student enrollment, Muncie’s population exceeds 50,000. This allows the city to be eligible for more than \$2 million annually, in direct funding from the Economic Development Administration and Housing and Urban Development. Ball State’s vibrant campus and many cultural and athletic events make it a tourist destination. Tourism dollars to the city of Muncie amount to \$189 million annually. Half of

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the \$189 million is attributable to visits associated with the university.⁶⁰

Ball State students who live in Muncie, spend money on food, housing, material goods, utilities, healthcare, transportation, and many other things. Using a national average of student spending of \$1,400 per student, it is estimated that Ball State students contribute an additional \$277 million annually in total economic activity in Muncie and Delaware County.⁶⁰

Economic Effects of Climate

Ball State University’s economic wellbeing is directly related to the economic wellbeing of the state of Indiana. Climate change poses many serious risks for Indiana, and thus poses serious risks for Ball State. These risks include, “severe summer heat, more dangerous storms and floods, and new threats to agricultural production.”⁹⁸ While global warming will lead to a longer growing season in Indiana, the extreme heat will put the state’s crops at significant risk. In 2011 total cash receipts for Indiana farmers, from all farm commodities totaled \$11,836,487,000.⁹⁹ Severe summers will lead to lower crop yields for Indiana farmers, resulting in declines in tax revenues for the state of Indiana. The decline in tax revenues will in turn reduce funding available for state universities.

Ball State University is committed to reducing its environmental footprint by its many environmental initiatives in its operations and curricula throughout campus. These initiatives include the nation’s largest geothermal project, constructing LEED certified buildings, and other campus sustainability programs. The reductions achieved from these efforts will be of benefit to Muncie, the state of Indiana, and the country as a whole.

GRI:
EC 2

Concluding Comments

Ball State University is a leader among universities engaged in sustainability-related activities. As one of the few schools utilizing the Global Reporting Initiative guidelines, we are constantly evaluating ways in which to enhance our financial resources and lessen our negative environmental and social impacts. By providing numerous learning opportunities concerning sustainability and communicating

our successes, the university strives to improve cohesion across the campus and in the community. It is our topmost priority to live, work, and play in a responsible and engaged manner. Through this GRI report, we will be able to assess our current programs, identify strengths and weaknesses, and locate possible areas of improvement, while becoming an ever-more sustainable institution.



Photo by Lauren Jennings.

Appendix 1

GRI to STARS Indicator Comparison				
Page	GRI Indicator	GRI Description	STARS Credit	STARS Description
vi	1.1	Statement from the most senior decision maker of the organization		Letter of Introduction from institution's president or chancellor
vii-viii	1.2	Description of key impacts, risks, and opportunities.		Letter of Introduction from institution's president or chancellor
1--2	2.1-2.10	Organizational Profile	ER 1-19 PAE 3	
3	3.1-3.13	Report Parameters		
4-6	4.1-4.17	Governance, Commitments, and Engagements	PAE 12,13,19,20	
ix-xi		Disclosure of Management Approaches		
9	EN 1	Materials used by weight or volume	OP-6	Food Purchasing
			OP-10	Computer Purchasing
			OP-11	Cleaning Products Purchasing
			OP-12	Office Paper Purchasing
9	EN 2	Percentage of materials used that are recycled input materials	OP-17	Waste Reduction
			OP Tier 2-41	Chemical Reuse Inventory
10	EN 3	Direct energy used by primary source	OP -7	Building Energy Consumption
10	EN 4	Indirect energy used by primary source		
10	EN 5	Energy saved due to conservation and improvements	OP-1	Building Operations and Maintenance
10	EN 6	Initiatives to provide energy efficient or renewable based products and services	OP-8	Clean and Renewable Energy
			OP Tier 2-14	Lighting Sensors
			OP Tier 2-15	LED Lighting
			OP Tier 2-16	Vending Machine Sensors
			OP Tier 2-17	Energy Management System
			OP Tier 2-18	Energy Metering
10	EN 7	Initiatives to reduce indirect energy consumption and reductions achieved		
11	EN 8	Total water withdrawn by source	OP-22	Water Consumption
			OP Tier 2-44	Waterless Urinals
			OP Tier 2-45	Building Water Metering
			OP Tier 2-46	Non-Potable Water Usage
			OP Tier 2-47	Xeriscaping
			OP Tier 2-48	Weather-Informed Irrigation

11	EN 9	Water sources significantly affected by withdrawal of water		
11	EN 10	Percentage and total volume of water recycled	OP-23	Stormwater Management
13-16	EN 11	Location and size of land owned, leased, managed, or adjacent to protected areas of high biodiversity value		
13-16	EN 12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity	OP Tier 2-19	Native Plants
			OP Tier 2-20	Wildlife Habitat
			OP Tier 2-21	Tree Campus USA
			OP Tier 2-22	Snow and Ice Removal
			OP Tier 2-23	Compost
13-16	EN 13	Habitats protected or restored	see EN 12	
13-16	EN 14	Strategies, current actions and plans for managing biodiversity	See EN 12	
13-16	EN 15	Number of IUCN red list species and national conservation list species with habitats in areas affected by operations		
17-18	EN 16	Total direct and indirect greenhouse emissions by weight	OP-4	Greenhouse Gas Emissions Inventory
			OP Tier 2-1	Air Travel Emissions
			OP Tier 2-2	Local Offsets Program
17-18	EN 17	Other relevant greenhouse gas emissions by weight		
17-18	EN 18	Initiatives to reduce greenhouse gas emissions and reductions achieved	OP-5	Greenhouse Gas Emissions Reduction
17-18	EN 19	Emissions of ozone-depleting substances by weight		
17-18	EN 20	NO, SO and other significant air emissions by type and weight		
11	EN 21	Total water discharge by quality and destination		
17-18	EN 22	Total weight of waste by type and disposal method	OP-18	Waste Diversion
			OP-19	Construction and Demolition Waste Diversion
			OP-20	Electronic Waste Recycling Program
17-18	EN 23	Total number and volume of significant spills		
17-18	EN 24	Weight of transported, imported, exported, or treated waste deemed hazardous	OP-21	Hazardous Waste Management

11	EN25	Identify size, protected status, biodiversity of water bodies and related habitats significantly affected by discharges and runoff	OP-23	Stormwater Management
19	EN 26	Initiatives to mitigate environmental impact of products and services		
19	EN 27	Percent of products sold and their packing materials that are reclaimed		
17-18	EN 28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws		
20	EN 29	Significant environmental impacts of transporting products and other goods and materials for operations, and transporting the workforce		
15	EN 30	Total environmental protection expenditures and investments by type		
23	HR1	Percentage of investments that include human rights clauses	PAE Credit 17	Shareholder Advocacy
			PAE Credit 18	Positive Sustainability Investments
			PAE Credit 25	Trademark Licensing
23	HR2	Percentage of suppliers and contractors that undergo human rights screening	OP Credit 13	Vendor Code of Conduct
23	HR3	Total hours training on relevant human rights	PAE Credit 14	Sustainability in New Employee Orientation
24	HR4	Total number of incidents of discrimination and actions taken		
24	HR5	Freedom of Association and Collective Bargaining	PAE Credit 11	Sustainable Compensation
24	HR6	Operations identified as having significant risk for incidents of child labor		
24	HR7	Operations identified as having significant risk for incidents of forced or compulsory labor		
25	HR8	Percentage of security personnel trained in policies concerning human rights		
25	HR9	Total number of incidents of violations involving rights of indigenous people		

25	HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.		
25	HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.		
29-30	LA1	Total workforce by employment type, employment contract, and region		
29-30	LA2	Total number and rate of employee turnover, age group, gender, and region	PAE Credit 6	Diversity and Equity Coordination
			PAE Credit 7	Measuring Campus Diversity Culture
29-30	LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees	PAE Credit 11	Sustainable Compensation
31	LA4	Percentage of employees covered by collective bargaining agreements	PAE Credit 11	Sustainable Compensation
31	LA5	Minimum notice period regarding operational changes		
31-33	LA6	Percentage of workforce represented in joint health and safety committees		
31-33	LA7	Rates of injury, diseases, lost days and absenteeism, and number of work-related fatalities		
31-33	LA8	Education, training, counseling, prevention, and risk-control programs to assist workforce members, families, or community members regarding diseases.	PAE Tier 2-4	Childcare
			PAE Tier 2-5	Employee Wellness Program
			PAE Tier 2-6	Socially Responsible Retirement Plan
31-33	LA9	Health and safety topics covered in agreements with trade unions		
33	LA10	Average hours of training per year per employee by employee category	PAE Credit 15	Employees Sustainability Educators Program
			PAE Tier 2-2	Employee Training Opportunities
			PAE Tier 2-3	Student Training Opportunities
33	LA11	Programs for skills management and learning that support employability of employees and assist them in career endings	PAE Credit 15	Employees Sustainability Educators Program

33	LA12	Percentage of employees receiving performance and career development reviews		
34	LA13	Composition of governance bodies and employees per category according to gender, age group, minority group membership	PAE Credit 6	Diversity and Equity Coordination
34	LA14	Ratio of basic salary of men to women by employee category	PAE Credit 6	Diversity and Equity Coordination
29-30	LA15	Return to work and retention rates after parental leave, by gender.		

37-41	SO1	Nature, scope, and effectiveness of programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting	PAE Credit 22	Community Service Participation
			PAE Credit 23	Community Service Hours
42	SO2	Percentage and number of business units analyzed for risks related to corruption		
42	SO3	Percentage of employees trained in organization's anti-corruption policies and procedures		
42	SO4	Actions taken response to incidents of corruption		
43	SO5	Public policy positions and participation in public policy development and lobbying		
43	SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country		
44	SO7	Total number of legal actions for anticompetitive behavior, anti-trust, and monopoly practices and outcomes		
44	SO8	Monetary value of fines and number of non-monetary sanctions for noncompliance with laws and regulations		
37-41	SO9	Operations with significant potential or actual negative impacts on local communities.		
37-41	SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.		

48	PR1	Life cycle stages in which health and safety impacts of products and services are assessed, and percentage of products and services categories subject to procedures.		
48	PR2	Number of incidents of non-compliance with regulations and codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes		
48	PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements		
48	PR4	Number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes		
47	PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction		
47-48	PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.		
47-48	PR7	Number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcome		
48	PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data		
48	PR9	Monetary value of fines for noncompliance with laws and regulations concerning the provision and use of products and services		

51-53	EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	PAE 23	Community Service Hours
55	EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change		

51-53	EC3	Coverage of the organization's defined benefit plan obligations		
51-53	EC4	Significant financial assistance received from government		
53-54	EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation	PAE Credit 11	Sustainable Compensation
53-54	EC6	Policy, practices, and proportions of spending on locally-based suppliers at significant locations of operation		
53-54	EC7	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation		
54-55	EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in kind, or pro bono engagement		
54-55	EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts		

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Appendix 3

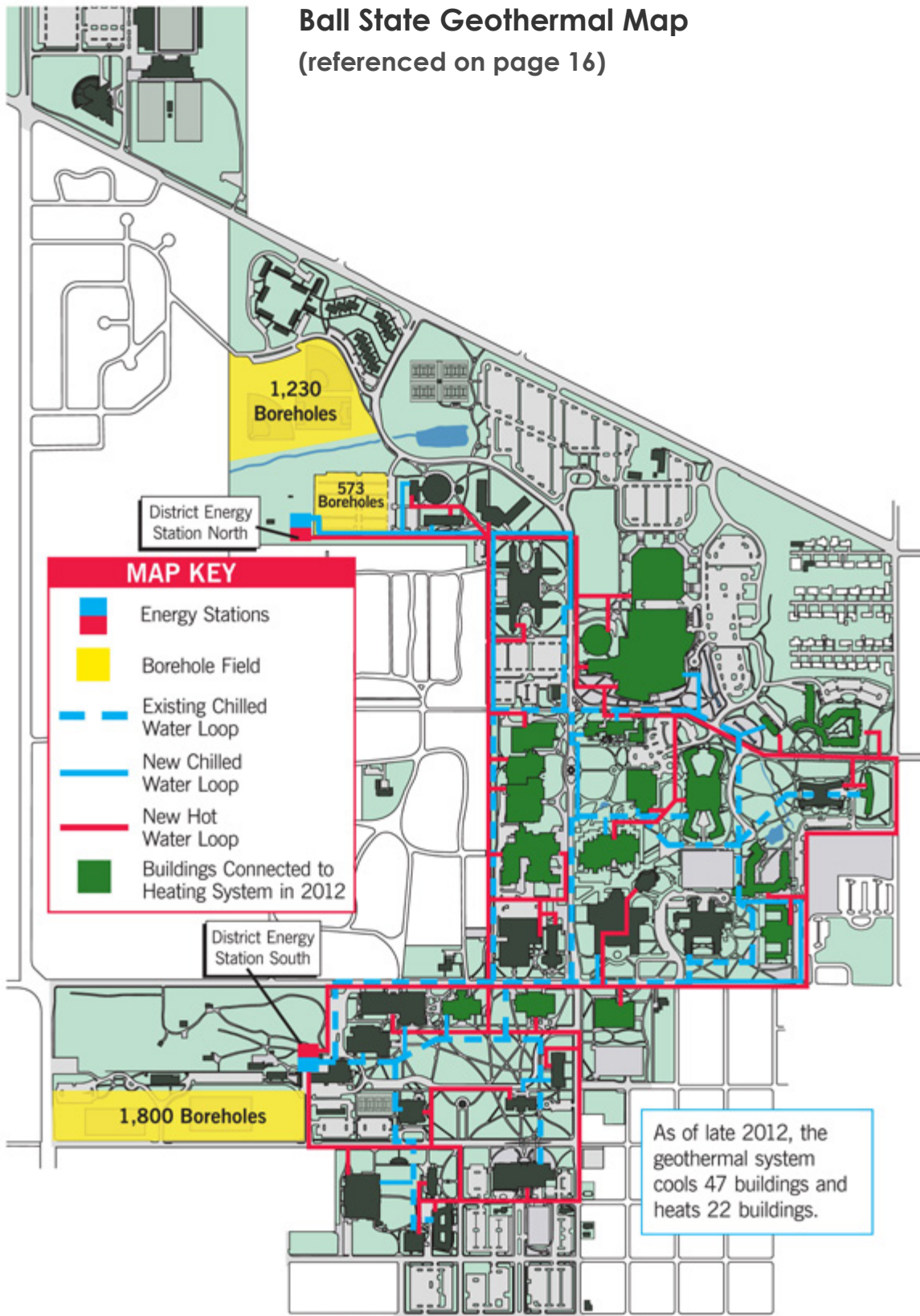


Image courtesy of bsn.edu

Meet the Team



Team photo. Photo by John Huffer.

2012 Building Better Communities Sustainability Team

Top row (left to right): Paige Vandoski, Dr. Gwen White, Lauren Jennings

Bottom row (left to right): Matt Holmes, Josh Brown, Andrew Weinzapfel, Jovid Kamolov

